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Preparation Guide for a

GARDEN CENTER POLICY MANUAL

Prepared by
GARDEN CENTERS OF AMERICA



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Table of Contents

Introduction	ii	F. Retirement Plan	8
I. TEN COMMANDMENTS OF GOOD BUSINESS	iii	G. Educational Opportunities	9
II. THINGS YOU NEED TO KNOW		IV. WHAT WE EXPECT OF YOU	
A. Hiring Policy	1	A. Personal Appearance — Uniforms	9
B. Working Hours	1	B. Conduct	
C. Pay Period	1	1. On the Job	10
D. Overtime	1	2. Off the Job	11
E. Time Cards	1	C. Company Vehicles	11
F. Inclement Weather Policy	2	1. Gas and Oil	11
G. Holidays	2	2. Accidents On and Off Premises	11
H. Vacations	2	D. Company Tools and Supplies	12
I. Leave of Absence	3	E. Company Meetings	12
J. Sick Leave	4	1. Garden Center	12
K. Funeral Leave	4	2. Landscape Department	12
L. Jury Duty	4	F. Use of Company Phone	12
M. Military Leave	5	G. Safety Regulations	13
N. Moonlighting	5	V. SPECIAL SERVICES FOR EMPLOYEES	13
O. Garnishment of Wages	5	VI. CUSTOMER RELATIONS	
P. Changes Affecting your Records	5	A. Customer Treatment	14
Q. Termination of Employment/Recall	6	B. Complaints	15
III. EMPLOYEE BENEFITS		C. Credit	15
A. Profit Sharing	6	D. Guarantee Redemption and Replacement Procedures	15
B. Employee Purchase Discounts	6	E. Check Cashing	16
C. Insurance Programs	7	F. Pilfering	16
D. Promotions	8	G. Discounts	16
E. Parking	8	H. Delivery Policy	17

Introduction

Policy manuals are an important form of company communications not only for the large, complex corporation, but also for the small to middle-sized organizations. They serve as a sort of "game plan." Through a good policy manual all members of the organization team work with the same set of rules and are guided by the same company philosophy.

Garden centers have, perhaps, an even greater need for policy statements than other businesses because of the high influx of seasonal help. But many employers have found the creation of a policy manual a time-consuming frustrating process.

To give garden center operators an easy, efficient way to develop a policy manual, Garden Centers of America has created this "Guide for the Garden Center Policy Manual," based on existing policy manuals being used by leading garden centers throughout the United States.

It is simple to use. Each major area of company policy is outlined, giving possible options for you to use or rewrite to meet your own management policies.

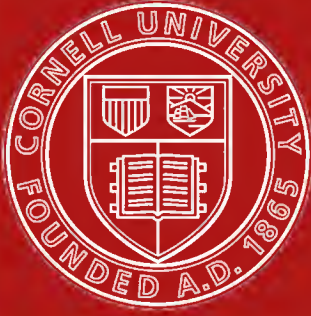
It is often a common procedure and always a good practice to begin your policy manual with a "welcome" to the firm. This might include a brief history of the company with any pertinent facts relating to the size of the firm, number of branch stores, honors, awards, etc. The more the employee knows about you, the easier it will be for him to begin "selling" you to the public.

This would be an appropriate place to show your firm's organization chart. If you have company colors show them here. And finally, indicate your complete address and phone number.

With this GCA publication to help, we think you will be surprised at how easy it is to develop your own company policy manual and create a valuable corporate communications tool.

Ten Commandments of Good Business

- I. A Customer is the most important person in any business.*
- II. A Customer is not dependent on us— we are dependent on him.*
- III. A Customer is not an interruption of our work— he is the purpose of it.*
- IV. A Customer does us a favor when he buys; we are not doing him a favor by serving him.*
- V. A Customer is part of our business— not an outsider.*
- VI. A Customer is not someone to argue or match wits with.*
- VII. A Customer is a person who brings us his needs— it is our job to fill these needs.*
- VIII. A Customer is deserving of the most courteous and attentive treatment we can give him.*
- IX. A Customer is the fellow that makes it all possible to pay your salary. Treat Him Well!*
- X. A Customer is the lifeblood of this and every other business.*



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Hiring Policy

Option #1

Hiring, work assignments, rate of pay, promotions, lay offs will be based on skill, ability, fitness, length of service, attitude and quality of work.

Option #2

It is the company's policy to hire all employees on the basis of qualifications, without regard to race, creed, color, sex or age.

Working Hours

Option #1

The basic workday is 8 hours and the basic work-week is 40 hours. Your own hours of work will depend on the needs of the department to which you are assigned. Instructions regarding scheduled days of work and starting and quitting times will be explained by your manager.

Option #2

The work day begins at 8:00 a.m. the year round; on occasion you might be asked to report earlier for a special reason. Quitting time will vary according to the season. Your Foreman will inform you of the time changes.

Option #3

Your supervisor will inform you of your working hours which will vary according to season and job.

Pay Period

Option #1

The pay period begins on Thursday of each week and ends on Wednesday. Pay day is on a weekly basis which is on Friday. Checks are available at the completion of your workday, covering time worked in the preceding Thursday through Wednesday period.

Option #2

The Company pays employees on a bi-weekly basis on Saturday (every other week). Salary advances are not permitted. You are encouraged to bank your checks promptly. Payroll checks may not be cashed at the Company.

Option #3

The pay period is two full weeks, the last day closing on a Saturday. Pay checks are issued the following week on the third regular workday of that week.

Option #4

Pay checks will be distributed every Friday. Any questions about your pay check may be taken up with the Supervisor. If payday falls on a holiday, checks will be distributed on the day before.

Option #5

The payroll period for all employees starts from the opening of business on Tuesday to the close of business on the following Monday. Pay checks are processed by a computer system and are attached to your time card at the close of your workday on Friday of each week. No advances in pay are permitted.

Overtime

Option #1

You will not be requested to work overtime except in case of need during peak seasons. When it is known that overtime work cannot be avoided, every effort will be made to advise you at least 24 hours in advance. In those instances employees eligible for overtime will receive 1½ times their regular pay after working 40 hours of straight time in any one week.

Option #2

Overtime will be worked only when absolutely necessary, and employees are expected to work necessary overtime. Overtime work will be distributed as equitably as practical among those qualified to do the work on a production basis. Overtime pay is one and one-half times the basic straight time hourly rate (average straight time hourly earnings for incentive workers) and will be paid for all hours worked over 40 in a regular work week.

Option #3

You are paid one and one-half times your regular hourly rate for all work in any week over 40 hours. Saturday and/or Sunday work pays one and one-half times your regular rate only after you have worked 40 hours in that week. If at any time you should work on a paid holiday, you will receive your holiday pay for that day and your regular pay at one and one-half times your regular rate provided you have worked 40 hours or more in that week; otherwise, you will be paid at your regular rate.

Time Cards

Option #1

It is your obligation to ring your time card "in" before starting work and "out" at quitting time. No one but a supervisor may ring another person's time card. It is your responsibility to see that the correct time is recorded.

Option #2

Your manager will provide you with a time card every pay period. Each day you are to fill in the total number of hours worked in each job function assigned to you for that day. Your manager will explain the recording of time by job functions. You must record your own time at the end of each day. Neither the manager or any other employee is permitted to record this time for you.

Option #3

All employees are required to punch in at the start of day, punch out for lunch, punch in after lunch and punch out at the end of day. Your earnings are calculated from the time shown on the time card. Make every effort to keep the card clean and legible. Do not correct any mistake. Take the card to your supervisor for correction and his initials. No one may punch another's card for him. This can be cause for dismissal for both employees.

Inclement Weather Policy

Option #1

You are to report for work, regardless of weather conditions. When at all possible, work will be assigned; when not, you will be dismissed as quickly as possible and one hour of pay credited for reporting when sent home due to weather. Daily inclement weather lay-off shall follow the seniority. An employee will be entitled to reporting pay unless he was told not to report for work. Such notice is not required to employees who were absent when others were told not to report.

Option #2

Since no outdoor work can be done during periods of bad weather, hourly employees who work outdoors should not report to work when it is raining hard. If you have any question as to whether there will be work on a given day, telephone your supervisor. Salaried employees will not be paid if they do not call in.

Holidays

Option #1

There are six paid holidays each year. They are: New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving and Christmas. To be eligible for holiday pay you must be a regular full time employee. A regular full time employee is one who has been in the company's employ full time for three or more months.

Option #2

Regular, full time employees will receive the following holidays with pay if you work your regularly sched-

uled workday before and workday after the holiday:

New Year's Day — January 1

Independence Day — July 4

Memorial Day — Last Monday in May

Labor Day — First Monday in September

Thanksgiving Day — Fourth Thursday in November

Christmas Day — December 25

Holiday pay is computed at your regular rate of pay and is not included as time worked. Although all divisions are closed on Easter Sunday, this is not a paid holiday.

Option #3

Ordinarily, business operations will be suspended in observance of New Year's Day, Memorial Day (excluding the Garden Center), July 4th, Labor Day, Thanksgiving and Christmas. When the holiday falls on Sunday, the following Monday is considered a holiday and the business will remain closed.

Option #4

Each full time regular employee, after one year's service, who worked the full scheduled workday before, and the full scheduled workday after a holiday will be paid 8 hours at his straight time hourly rate for each holiday: New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving, Christmas.

Option #5

New Year's, Memorial, Independence, Labor, Thanksgiving and Christmas days are paid holidays for all full time permanent employees. When a holiday falls on a Saturday, the preceding Friday will be considered a holiday; when it falls on a Sunday, the following Monday will be considered a holiday. When a holiday falls within your vacation period an additional day will be added to your vacation.

Vacations

Option #1

After one year of continuous employment you will be entitled to one week of vacation on the anniversary of your hiring date. After two years of employment you are entitled to two weeks of vacation each year. After ten years of continuous service you will be entitled to three weeks of vacation each year. All vacations must be taken by December 31 of the calendar year in which the anniversary of your hiring date falls.

Option #2

Each full time employee with at least one year, but less than three years of continuous service with the company, will be entitled to one week of vacation with pay; and with more than three and up to 10 years of service, is entitled to two weeks vacation with pay. With more than 10 years of service, three weeks of vacation with pay. Employees will, within specified

months, be permitted to take their vacation at the time they request. However, all vacation dates must be approved by their supervisor. Employees with over two weeks vacation entitlement will be allowed two weeks in July or August and the remainder in January or February.

Option #3

All full time personnel who have completed 6 months continuous service are eligible for one week paid vacation. After one year's continuous service each employee covered will be eligible for two weeks paid vacation. Vacations are to be scheduled anytime during the summer months, but are subject to approval by the General Manager. In cases where two or more employees of the same department desire the same vacation dates, seniority will prevail. Vacation pay will be calculated on the basis of your regular weekly pay and will be paid on the Friday you leave for vacation.

Option #4

Regular full time employees will receive vacations with pay at the regular rate according to this schedule:

<i>If you were hired before:</i>	<i>You will receive these days of vacation with pay:</i>
March 1 this year	2 days
January 1 this year	3 days
November 1 last year	4 days
September 1 last year	5 days
January 1 last year	6 days
January 1 two years ago	7 days
January 1 three years ago	8 days
January 1 four years ago	9 days
January 1 five years ago	10 days = 2 weeks

Option #5

Hourly Employees: (a) one week paid after one year's employment based on 1/52 of previous fifty-two weeks' hours times weekly rate at time of vacation, or 1/26 weeks for those eligible after six months; (b) two weeks after two years.

Salaried Employees: (a) one week paid vacation after one year's employment, or if eligible, after six months; (b) two weeks after two years.

Commissioned Employees: (a) same as above. Weekly vacation pay based on 1/52 of previous total commissions paid for each week.

If a person starts prior to March 1 and works six months (through the busy season), he is entitled to one week's vacation. Those starting after March 1, must wait until twelve months have passed to get one week's vacation. July 1 is the earliest date that a vacation can be taken and all vacations must be taken by February 1 of the following year.

Employees will not be paid for unused vacation time when resigning. Vacations cannot be carried over to the next vacation period.

Leave of Absence

Option #1

An unpaid leave of absence for cause may be granted by the company providing it does not seriously disrupt operations. A request for leave will be presented to the Supervisor and Personnel Department. Such leave will be discussed and determined on an individual basis.

Option #2

There will be instances when it will be in the best interest of both Jones Garden Center and an employee for the company to authorize a leave of absence. Because of our present vacation, holidays, Group Insurance, and Retirement Plan setup, based on continuous service, leaves of absence should not exceed 90 days. Your department head must request authorization from the Personnel Department for any such leave of absence.

Group Insurance benefits may be continued while on leave if advance arrangements are made for payment of premiums.

If you are a member of the Retirement Plan, all benefits will be held to your credit during the leave.

A record will be made in the Personnel Department of your date of return from leave. If you do not return on or before the specified date of return, all vacation privileges, retirement plan benefits, and group insurance protection must be cancelled.

Option #3

Leaves of absence may be arranged during off season for sufficient reason. If you have a problem and wish a leave, see your supervisor and he will consider arranging it for you.

Option #5

A leave of absence for cause may be granted by the Company provided it does not seriously disrupt operations. A request for leave of absence will be presented to the Supervisor in writing. An illness or accident not connected with employment, which requires staying away from work more than five consecutive days, will require a leave of absence. A leave of absence will also be granted for death in the immediate family (wife, husband, parents or children) of not to exceed 5 days without pay. An employee who fails to report for work the first workday after the expiration of this leave will be considered to have quit. Holiday pay will not be paid for a holiday which occurs during a leave of absence. An employee returning from a leave of absence will be returned to his former job if practical.

Sick Leave

Option #1

All full time employees (40 hours or more per week — hourly or salaried) will accrue sick leave at the following rates:

One-half day leave for each full month of continued employment, with a maximum of six days credit in any one year.

All sick leave pay is computed at 8 hours per day straight time. Sick leave pay is not accumulative and cannot be carried over to the following year.

Option #2

Regular, full time employees are eligible for sick leave with pay according to this schedule:

Under six months service — None

Over 6 months up to one calendar year of continuous regular, full time service — 5 days

Each additional calendar year of continuous regular, full time service — 5 additional days.

Sick pay credits not used may be carried forward and accumulated from year to year up to a maximum of ten weeks (50 days).

Option #3

After 90 days of employment, you can accumulate one-half day per month to be used for personal illness only. However, sick leave is cumulative so that long-time employees can accumulate time in case of major illness. Sick leave is given for illness only — a doctor's verification may be required. Should your employment terminate, unused sick leave will not be paid since it is for illness only.

Option #4

After two years of continuous service (excepting leave of absence time) and upon the written verification of a recognized medical doctor, you will be paid at your regular hourly rate for your absence due to illness commencing with the sixth working day of absence thereafter. For purposes of computing this payment, a working day is 8 hours and is any day Monday through Friday.

Option #5

All full time personnel who have at least 90 days continuous service are eligible for 10 days of paid sick leave per year. Any employee who uses or requires more than 10 days sick leave per year will receive no pay for those taken in excess of the 10 days allotted. In the event that it is necessary to take a sick day, all employees are asked to call in at 8:00 a.m. Sick days are counted from June 1st to May 31st each year.

Funeral Leave

Option #1

Regular, full time employees are allowed up to 3 days of paid funeral leave to arrange for and attend the funeral of a member of your immediate family.

Option #2

In the event of a death in your immediate family (father, mother, spouse, children, sister, or brother), Jones Nursery will pay you for up to 5 days leave. You must obtain authorization in advance from your department head.

Jury Duty

Option #1

If you are called for jury duty, are selected to serve, and the time off does not create a hardship upon the company, Jones Nurseries will continue your regular pay, less the jury payment, for the duration of your duty. Please notify your department head if you are summoned.

Option #2

You are encouraged to respond to civic duty when called to serve as a member of a jury panel. Regular full time employees will receive your current daily pay less any payments received for serving from the city or county. To receive your Jury Duty leave payment, simply submit your jury summons along with all records of payments received.

Option #3

After 90 days of employment, an employee will be excused for Jury Duty providing his Supervisor is advised immediately upon receipt of notice. The company will pay the difference between Jury pay and average straight time earnings.

Option #4

If called upon for Jury Duty, all full time employees will continue to receive full pay for the days they are required to serve when they would normally be working. All monies received from court will be endorsed to Jones Nurseries. If you are called upon during the spring season, Jones Nurseries will attempt to have your term delayed until after the busy season. Notify your supervisor immediately upon receipt of jury duty call.

If you report to jury duty, but are not required to serve that day, you are expected to return to work. All Jury Duty pay is computed at 8 hours per day straight time.

Option #5

Any regular salaried employee who must serve on jury duty will be paid regular pay with no deductions

for time off. The amount paid by the court to the employee will not be deducted from his pay.

Hourly employees will receive pay equivalent to 40 hours work. If the employee works part time during the week, his pay will still be for 40 hours. If he works more than 40 hours — over and above jury duty time — his pay will be for 40 hours plus any time worked over 40 hours of work — to be paid at rate plus one-half rate (time and a half).

Military Leave

Option #1

All regular, full time employees will be granted a leave of absence if called for active duty by a branch of the U.S. Armed Services. Every effort will be made to hold open the vacated position at the current rate of pay.

Option #2

If you are drafted into the military service, your rights for reinstatement will be fully protected.

Within 90 days after satisfactorily completing your minimum term of military service, you may apply for reinstatement with the company. If you do not apply within that time, your connection with the company is considered ended. If you decided to return to the company, your military service will be counted as continuous employment in calculating vacation pay and eligibility for the retirement plan. If you were covered by the Group Insurance or Retirement Plans at the time you entered military service, the coverage will be reinstated on the first day of your return to work.

Option #3

An employee who returns from service in the Armed Forces of the United States will be reemployed in accordance with whatever law or laws are in effect and which apply in his case. An employee who is a member of a reserve military organization of the United States or of the National Guard, and who attends regular military training camp, will be given necessary time off for such training which will not be considered vacation time. After 90 days of employment, the company will supplement the difference (if any) of training pay and average earnings. Immediately upon notice of scheduled time of training, your supervisor is to be advised.

Moonlighting

Option #1

Moonlighting is the practice of working a second job for another employer in addition to working for Jones Nursery. You may not engage in the sale of goods or services offered by this company in any of its divisions as a representative of another firm or yourself. This is not consistent with the company's need to have you represent Jones Nursery all of the time, both on and off

the job. Moonlighting is permitted if there is no conflict of interest and it does not affect your work performance here.

Option #2

Jones Nursery will not permit you to do any landscape work after hours, on Saturday, Sundays or other holidays. If you fail to comply, you will be discharged. It is the responsibility of every employee to sell work for the company to help insure his own job.

Garnishment of Wages

Option #1

Jones Nurseries is a respected member of the community and our reputation depends largely upon our employees. Although we understand that a wage garnishment can happen to anyone, we strongly discourage repetition of the original mistake. If an employee repeatedly incurs wage garnishments, his employment may be terminated.

Option #2

All employees are expected to pay their just debts. If any garnishments are levied upon any employee, a moderate weekly payment plan agreeable to all parties will be worked out in writing and signed by all parties. A copy will be filed in the employee's personnel file record. Any employee who accumulates a total of 4 or more garnishments shall be subject to immediate termination of employment.

It must be understood that if the company works out a payment plan of garnishment that the company will deduct from the employee 10% of the amount withheld to cover costs and bookkeeping.

Changes Affecting Your Records

Option #1

Jones Nurseries maintains a personnel file on all employees. If any employee has a change of address, marital or family status or telephone, change of insurance beneficiary, person to be notified in case of emergency, it must be reported to the office as soon as possible. This file is also used to record lateness, absence, records of work and information necessary to fulfill requirements for merit raises in pay. It is to your best interest to notify the office of any and all changes.

Option #2

It is very important that all changes of names, address, telephone number, or dependents be reported without delay. This is necessary so that you or your family can be reached quickly in cases of sickness, accident, or emergency work. Your payroll, insurance and personnel records should be kept up to date by contacting your Supervisor.

Termination of Employment/Recall

Option #1

If you have been on the payroll one year, but less than two years, you will be given one week's advance notice of termination. The Company may, at its discretion, pay one week's wage in lieu of notice.

If you have been on the payroll two years or more, the company will give you either two weeks' notice or pay two weeks' wages in lieu of notice of termination.

No advance notice of termination or termination pay need be given if an employee is dismissed because of failure to follow company rules, misconduct, or insubordination.

Option #2

Regular work will be provided as far as practical. However, because of the seasonal nature of our business there are times when lay-offs are necessary. If a lay-off should become necessary, employees will be laid off on the basis of their skill, ability, attendance, and production records. The least experienced and productive person will be laid off first.

All departments will try to schedule work so that employees who must be laid off can be given adequate advance notice. However, it is recognized that there are times when economic conditions make it impossible to give such advance notice. Every effort will be made to call laid off employees back to work as soon as possible. An employee who declines recall to his regular job will be considered to have quit.

Option #3

An employee will be subject to discharge only if he cannot or will not do satisfactory work after proper instruction and trial, or if his behavior, personal appearance or attendance are unsatisfactory after three warnings.

An employee will be automatically terminated if he is absent five or more days without reporting to the company within that time with an acceptable explanation for his absence.

Option #4

If an employee quits or is terminated he automatically loses all seniority and vacation benefits. Should that employee quit and at a later date reapplies for work and is accepted, it should be understood that he will be treated like a new employee and will have to start at the lower base rate of pay for his particular job and work to regain any seniority.

Profit Sharing

Option #1

All regular, full time employees with at least one calendar year of continuous service are qualified to

participate in the Jones Nursery Employee's Profit Sharing Plan. When the Company has a good, profitable year, all participants share in the success through the Profit Sharing Plan. It's an incentive for everyone to pull together to get the job done.

Your first full calendar year of continuous employment as a regular, full time employee is your qualifying year for the Profit Sharing Plan.

Your second full calendar year as a regular, full time employee is your participating year.

You will be invited to the annual meeting of participants in the Jones Nursery Employee's Profit Sharing Plan during the early part of your third full calendar year, where you will receive a certificate telling you the amount of Profit Sharing funds allocated to your account.

Our company builds for your future security through this Plan; you can make an important contribution to the success of the plan by working for the success of Jones Nursery.

Option #2

A profit sharing plan has been adopted by the company for the benefit of the employees. All regular, full time employees who have completed one year's continuous service are entitled to participate in the plan. All contributions to the plan will be made by the company from the company profits and allocated to the participants on the basis of annual compensation. The larger the profits of the company, the greater the contribution will be to the profit sharing fund.

Benefits are paid on account of death, disability, or retirement. If your employment terminates for any reason after the completion of two years' service, you are entitled to a portion of your profit sharing account as follows:

2 years —	10%
3 years —	20%
4 years —	40%
5 years —	60%
6 years —	80%
7 years —	100%

Employee Purchase Discounts

Option #1

As a permanent employee of Jones Nurseries you are entitled to 40% discount off the retail price of items produced by the company, and 20% off other items sold through the retail outlets. Please note that items bought at discount prices are for your personal use or for gifts only.

Option #2

Jones Garden Center has earned the reputation of having the largest collection of usual and unusual plant material. People come from miles away to view our Gardens. With the following guidelines, your com-

pany wishes to offer you the opportunity to purchase at a discount. The employee will:

1. Be employed for three months.
2. Make selections on his own time.
3. Make selections for his own personal use only.
4. Pay for purchases in cash or by payroll deduction at the first payroll period following purchase.
5. Purchases must be approved by Store Manager.

Discount Percentages:

Roses and bedding plants — 20%

All hard goods — 20%

1 and 5 gallon cans, hanging baskets,
foliage plants — 35%

7, 12, 15, 20 gallon cans — 50%

DISCOUNTS ON SPECIALS — NONE

Option #3

Purchases may be made from the Company at 20% discount from their regular price. You will pay for items by cash or through payroll deductions, within the two following pay periods after purchases. All purchases are handled in the regular Company billing procedure. You are subject to State sales tax. Purchases of excessive amounts will be checked.

Option #4

All regular, full-time, and regular, part-time employees are eligible for employee discount privileges at any of our stores. You will receive an employee discount and credit card which you may use to shop for merchandise for your own personal use.

During any off-duty time, present your card and have your purchase authorized by the store manager or assistant manager. All employee discount purchases must be charged and your discount will be allowed on payment of your account on or before the due date.

The merchandise must be for your own use and benefit and may not be purchased at discount for any other party.

Option #5

Upon completion of thirty (30) days employment all employees are eligible to receive discount privileges as follows:

Twenty percent discount on all purchases, with the single exception that no discount will be allowed on wire service orders in the florist.

All purchases must be paid in full by the tenth day of the month following purchase. Failure to pay in full will result in the loss of the discount and interest to be charged at the rate of 1½% per month which is an annual charge of 18%.

Every employee discount purchase must be written up on a sales invoice by a fellow employee and charged to the employee making the purchase. (No cash sales).

Employee discounts are allowable only on merchandise to be used by the employee for his own benefit. Under no circumstances will merchandise be purchased for other parties with these discounts. An employee automatically forfeits discount privileges if above policy is violated.

Option #6

Each employee may purchase any product from the company on a cash basis at a substantial discount. Any such requests are to be channeled through either the Garden Center Manager or the General Manager. Payment for products bought must be paid for the same week bought. Purchases of nursery stock by an employee are to be limited to \$100.00 a year per employee.

Insurance Programs

Group Health and Major Medical

Option #1

Regular, full time employees are covered under the Jones Nursery Basic Health Plan and the Jones Nursery Major Medical Plan. Your premiums will be paid monthly by Jones Nursery. You may include your dependents by making arrangements with the personnel manager in the administrative office. Premiums for dependent coverage will be deducted monthly from your paycheck. Your coverage under these health plans is evidenced by a Health Insurance Membership Card along with booklets describing the basic plan benefits and the major medical plan benefits.

Option #2

The Company is contracted now with the Jones Insurance Company for a complete hospital and medical plan, as well as life insurance, with double indemnity clause. You are invited to take part in this program after you have been employed for a period of 90 days. The company pays one-half of the cost; the balance is a payroll deduction.

Option #3

Group life, health and accident insurance are offered to you as part of the company's benefit program. You are eligible to participate in the insurance program after you have completed three months' employment if you are a full time employee. The company will pay the entire premium on your personal insurance. Dependent coverage is available to you at the rate charged by the insurance company (our cost), if desired, with the premium deducted from your pay check.

Option #4

Upon completion of three months continuous full time service, an employee will become eligible for major medical insurance coverage as follows:

\$15,000 Major Medical Insurance Policy from Woodman Accident and Life Insurance Company.

The company will pay 100% of employee's share as long as employee works full time.

Employees may, at their own expense, include their dependents on the plan at the regular group rates. All employees are encouraged to take advantage of the lower rates offered to this group.

Promotions

Option #1

Present employees will be considered for promotion before new employees are hired for the vacancy. Employees with the required knowledge, skill, ability, interest and physical fitness will be given a trial test when practical. Length of service will be a factor in determining promotions. Any vacancies likely to last more than 30 days which are not due to temporary causes and which the company decides should be filled, will be filled by promotion of present employees if reasonably qualified. The company will select the employees to be transferred or promoted to a vacancy from among those who have requested transfer to the vacancy and who have demonstrated their ability to do the job. The company will hire a new employee to fill a vacancy in which no employee has requested promotion.

Option #2

Promotions are based on merit. When an opening occurs, the person who has the best all-around record gets the job. Among the things we consider are performance on present and previous jobs; ability to take on added responsibility; attendance record; time with the company; and experience in training in the field when the opening occurs.

One important thing that we have noticed about promotions is that very often the difference between the person who gets the promotion and the one that doesn't is very small. Many times the person who gets promoted is one who showed a little more interest in his work and was a little more accurate on his job, was absent a day or two less, or worked a little faster. These little daily differences often make the big difference when it comes to promotions.

It is the company policy to promote from within whenever possible. This is good for you because it means more opportunity for a better job and higher pay. It is good for us because if you have these opportunities, you will be better satisfied. This generally means that you will do a better job.

We hire from outside only when we need special experience and skills not available within our own organization.

Your future can be as bright as you wish to make it. The future of any individual is determined by his desire to succeed, his ambition, and his willingness to work a little harder than the other fellow.

Option #3

Promotion within the company shall be made on the basis of experience, education and service. As openings arise, qualified personnel within the company shall be given adequate opportunity for advancement prior to hiring new personnel.

The following is a list of job classifications which a company employee may be hired for or promoted to. Your classification in advancement will be determined

by your manager as recommended by the supervisor or foreman over you:

Classifications:

- Supervisor (Ia)
- Supervisor (Ib)
- Foreman (IIa)
- Foreman (IIb)
- Foreman (IIc)
- Crew Chief (IIIa)
- Crew Chief (IIIb)

New employees initially hired qualifying for one of the employment classifications shall receive the rate for that class. After six months he may be advanced according to his ability to perform.

All full time employees will have their work evaluated twice each year by management. Such evaluation will answer the employees' questions as to: (1) What are my job duties and responsibilities? (2) How am I doing? (3) What are my job goals for the future?

Parking

Option #1

The company has established special employee parking in the North parking lot. All employees will park their cars in this lot. There will be no exceptions.

Option #2

Monday through Friday employees will park cars in areas aligned with the North side of the customer parking lot. On Saturdays, Sundays and holidays, employees will park their cars in the area located adjacent to the equipment parking lot. There are no exceptions.

Retirement Plan

Option #1

You will become eligible to join the company retirement plan after you have completed two years of continuous service provided you have not attained your 65th birthday.

The plan is a cooperative one which calls for contributions from both you and the company. Your contributions will be based on your earnings and the company will contribute approximately twice the amount contributed by members.

Although 65 is the normal retiring age, earlier retirements may be arranged under certain conditions.

You will be notified when you become eligible to join and will be given a booklet explaining the retirement plan in detail.

Option #2

All employees are eligible for United States Social Security . . . All age retirement benefits are available after employment for a sufficient period of time. You become eligible at age 62 or any time thereafter. Infor-

mation about Social Security may be obtained from your supervisor or he can tell you where to find the information if he does not know. Because the company contributes to the Social Security program for you, there is no other retirement fund. There is no set retirement age.

Educational Opportunities

Option #1

This is a young and growing company. We have room for advancement within the ranks and we will continue to have as the company grows. We will do everything we can to encourage you, not only to learn your job, but to learn other parts of the operation and other jobs as well.

As our company grows, so will employee benefits. It is wise to remember that you are not only working for the company but also for yourselves.

You will find that the more you learn and the better you are able to function in your job, the more money you will make and the faster you will advance with us. You will be exposed to regular on-the-job training sessions and voluntary sessions as well. The more interest you show on your job, the faster you will advance.

We have instituted a basic training program for new employees as well as a continual on-the-job training of all employees.

Option #2

An employee wishing to improve his knowledge in areas related to employment with the company is encouraged to enroll in such educational courses at community colleges or short courses that may be offered. The company will pay the tuition fee for such courses that are approved by his manager at an approved school, providing the employee completes the course and receives a passing grade.

Option #3

Your future is dependent on the effort put forth physically and mentally to better qualify yourself and to insure your future. For any employee completing the American Landscape Course in a period of two years, we will pay for the course at completion in the amount of \$100.

Option #4

Knowledge is an important key to success here. Each division schedules and conducts training meetings to fill the needs of its people. In addition, general meetings for everyone in the organization are held from time to time.

We want you to grow with the company and we will help you in every way.

Personal Appearance — Uniforms

Option #1

All employees are expected to appear in a manner that will reflect favorably upon themselves and upon the company. This includes coming to work clean-shaven and neatly attired, refraining from removing shirts even on hot days.

All full time employees are required to wear the company uniform at all times when working for the company. Uniforms are to be worn for work only and not to be worn in public for shopping, etc.

Option #2

We are in the business of serving a discerning class of customers. Everyone will be expected to represent the company in a manner befitting our organization's image in the community. Whether one is a salesman, deliveryman, manager, landscaper, designer or water-boy, each person is expected to be discreet in his conduct and conservative in grooming and dress.

MEN:

Men are expected to wear company uniforms where provided. Uniforms are to be laundered as needed. Report worn or damaged uniforms to your manager for replacement. The uniform shirt may be worn with the top button left open.

Beards are not permitted. Neatly trimmed mustaches not extending beyond the corners of the mouth or below the upper lip are permitted. Men will otherwise be clean-shaven. Sideburns will not extend below earlobes nor will hair extend below the collar tops or cover any portion of the ear. Hair will be kept neatly combed to the head.

WOMEN:

Ladies are expected to wear company uniforms where provided. Uniforms are to be laundered as needed. Report worn or damaged uniforms to your manager for replacement. Where uniforms are not provided, ladies may wear conservatively-styled dresses or pantsuits in coordinated colors. Extremes in styles or length in skirts will not be permitted. Since styles are a matter of taste, ladies are advised to groom themselves according to the mode of other company employees, with care and are advised not to lean toward extremes.

Hairstyle will be neat and conservative. Jewelry may be worn so long as it is discreet. Ladies may wear high heel shoes or flat shoes. Sandals, boots, open shoes or tennis shoes are not permitted.

Since grooming and dress are personal matters, management sets only general guidelines for employees to follow. However, management will judge each person individually and will direct the employee's attention to those areas which are deemed need attention and correction.

Option #3

As an employee of the company, after one year of continuous service, you will be issued three clean uniforms and will be expected to be neatly dressed in them. The company will pay for one half the cost of cleaning. The balance is a payroll deduction. Uniforms are picked up for cleaning at the Landscape Office twice a week on Tuesdays and Fridays. You will be expected to turn in soiled uniforms on these days, otherwise you will be required to clean your own uniforms. If you should leave the company for any reason, the uniform is to be returned or the value thereof will be deducted from your last pay.

It is a company directive that all employees working in the field will provide themselves with and wear heavy work shoes at all times.

The company asks that you do not wear your uniform on off-duty periods. We do not feel that it is good advertisement to be seen with a uniform in a bar or grocery store, etc. in the evening. This uniform is work clothing only, not a supplement to your regular clothes. New employees are directed to wear white T-shirts and blue trousers to work until eligible for uniform issue. You are expected to be clean-shaven and neat on the job at all times. Excessively long hair is not permitted. No short pants or irregular clothing will be permitted on the job.

REMEMBER YOUR APPEARANCE CREATES THE PUBLIC IMAGE OF THE COMPANY!

Option #4

The company supplies seven sets of uniforms to employees. This provides for three sets at your home, three sets in the wash, and one being worn, giving the man two days on the uniform. He has the option to increase this to 11 sets for a clean uniform every day. If he wishes this, there is a charge for additional uniforms. All of the employees are eligible to rent uniforms at their own expense after having worked four weeks with the company.

Option #5

Work uniforms will be provided by the company for all retail sales personnel. You will receive five sets if full time employed. You will only wear one uniform for two work days. Uniforms will include work jackets. Laundry and cleaning will be done at employee's own expense. Women will be provided with smocks on initial clothing allowance for suitable Western styled work outfits. Laundry and cleaning will be done at employee's expense.

The uniforms, jackets and smocks are paid for and are the property of the company. Upon termination, employees must return them to the company.

Conduct

Option #1

Use of slang or profanity of any sort, on or off the sales floor, is prohibited.

No eating or drinking will be allowed while in sales area.

Salesmen will avoid placing hands in pockets while waiting on customers.

Personal phone calls during working hours should be avoided.

Salesmen should avoid any unnecessary talking in groups, calling loudly, or joking on the job in the sales area.

All employees will conduct themselves in a business-like manner at all times.

Employees are required to maintain good personal grooming habits at all times. Hair must be cut regularly and kept neat. Men must be cleanly shaven daily. Goatees, beards, and excessive sideburns are prohibited. Mustaches must be kept trimmed and neat.

Smoking of cigarettes is permissible on duty. We ask that those of you who do smoke follow these rules:

1. If a customer is smoking, then feel free to light up.
2. If he is not smoking and you wish to do so, then ask the customer in a pleasant manner, "do you mind if I smoke?" This is only common courtesy. Be careful while smoking not to blow smoke in the customer's face. Cigars and cigarillos are not allowed while on duty. Do not allow cigarettes to hang out of the corner of your mouth. Always take the cigarette out of your mouth while talking with the customer.

Option #2

The following conduct can be considered cause for disciplinary action:

1. Loitering or loafing — Deliberate loitering or loafing during working hours will not be tolerated.
2. Inattention to assigned duties.
3. Refusal to work on job assigned.
4. Walking off the job without permission during regular working hours.
5. Drinking between 8 a.m. and 5 p.m. on working days.
6. Abuse of lunch hour privileges.
7. Dishonesty, stealing company products, materials, or stealing from fellow employees.
8. Fighting during working hours.
9. Disregard for company materials; i.e. loss of tools, careless use of machinery or trucks, disposing of reusable items such as burlap, and so forth.
10. Excessive garnishes levied.
11. Unauthorized use of company vehicles or equipment.

Option #3

We know that all decent people prefer work where folks respect each other and work together in peace and harmony.

We are sure that each of you knows the difference from right and wrong. Therefore, regulations covering the common decencies will not become work rules here.

However, there are some work rules we wish to make clear. Employees will be subject to disciplinary action for any of the following offenses:

1. Engaging in horse play, running, scuffling or throwing things.

2. Failure to observe parking and traffic regulations on company property.
3. Being tardy or absent without authorization.
4. Contributing to insanitary conditions or poor housekeeping.
5. Operating, using or possessing machines, tools or equipment to which the employee has not been assigned or while not performing assigned work.
6. Causing scrap of material or plants due to carelessness.
7. Wasting time loitering or leaving place of work during working hours without permission.
8. Gambling on company premises.
9. Violating a safety rule or safety practice.
10. Carelessness affecting personal safety.
11. Threatening, intimidating, coercing, or interfering with fellow employees.
12. Making false, vicious or malicious statements about any employee, the company, or its products.
13. Leaving the plant during working hours without permission.
14. Failure to follow company job instructions verbal or written.
15. Misusing, destroying or damaging any company property or property of any employees.
16. Deliberately restricting output.
17. Provoking or instigating a fight or fighting during working hours or on company property.
18. Reporting for work under the influence of alcohol or drugs.
19. Insubordination.
20. Falsifying company records.
21. Knowingly punching another employee's time card; having one's time card punched by another; altering time card for any reason.
22. Possessing fire arms or explosives on company premises without authorization.
23. Smoking except in specified areas at specified times.
24. Theft of any company, government, or employee's property.
25. Removal of articles of company property without written authorization.
26. Drinking any alcoholic beverages on the premises or on company time.
27. Immoral conduct or indecency.
28. Taking merchandise off the shelf for use on company grounds without approval from supervisor.
29. Purchasing of merchandise at a discount without going through your supervisor.

Option #4

Since the impression you make will be the customer's impression of the entire company, we emphasize good business conduct at all times. Employees should avoid talking in groups, visiting with friends, or calling loudly. Idle talk or joking on the job and smoking in sales area are not considered consistent with the company's policies of courtesy and good business conduct.

Option #5

You are directed to control your temper during the work day. Never use obscene or vulgar language on a client's property. If overheard, and the client is offended, you will be discharged. Excessive horseplay or loudness on the property of a client will not be tolerated. If you are greeted by a client please answer clearly, politely and *SMILE*. If questioned by a client on some matter in which you have no knowledge, refer them to your foreman or the office — *POLITELY*.

Never offer information about landscape work unless certain of what you speak.

Option #6

As a representative of the company, all employees are expected to be neat in appearance. Each department manager will set standards according to clientele dealt with.

Foolhardy acts, joking around or horseplay will not be tolerated. Drinking of alcoholic beverages, as well as use of narcotics is prohibited. Any such acts of misconduct will be grounds for immediate dismissal.

Option #7

PERSONAL LIFE — The company expects all employees to live in such a manner that their personal life neither affects their work harmfully nor reflects on the company's reputation in a detrimental manner. But your personal life is your own to lead as you wish and the company will not interfere with it in any way.

The company believes that it and all its employees should obey all laws and live in such a manner that both will be assets to their community.

Company Vehicles

Option #1

CONDITION — Company vehicles are expected to be neat and clean inside and out at all times. Any defective operation in any vehicle should be noted to the supervisor each day, in writing on the form provided. The first day of every month, crew leader in charge of specific power equipment will make out the performance reports.

ACCIDENTS — All accidents will be reported to the office immediately. An accident involving a company vehicle which is determined to be the fault of a company employee through carelessness or neglect, will be charged against that employee.

Option #2

CONDITION — Company vehicles are expected to be neat and clean inside and out as far as possible at all times. Any defective operation of any vehicle should be noted to the mechanic each day in writing on the form provided. The first day of every month the foreman in charge of specific power equipment will make out performance reports.

ACCIDENTS — Company vehicles are insured for

liability only. All accidents will be reported to the office immediately. An accident involving a company vehicle which is determined to be the fault of a company employee through carelessness or neglect may be charged against that employee.

GAS AND OIL — The company purchases gas and oil lubricants. These supplies are for use in company vehicles only. All gas and oil will be recorded by the mechanic and monthly checks made. Use of gas in personal cars is forbidden.

Option #3

Company vehicles are assigned to the management and are for the general use and the promotion conduct of the business. Company vehicles are not for personal use.

Company Tools and Supplies

Option #1

Employees are asked to put up a deposit on personal hand tools (i.e. hand shears, knives, and so forth). The deposit will be in the amount of the cost of the item. Should you wear out the tool, a new one will be exchanged at no additional cost; however, the tool must have been properly used. Should you leave employment, the deposit will be returned after turning in your tools.

Some tools will be provided without deposit, but it is your responsibility to maintain and put away these tools.

The transfer of all materials, whether within the company, between departments or outside the company, will be accomplished only with the proper written authorization.

Option #2

All trucks, tractors, trailers, and miscellaneous tools, equipment and supplies are the property of the company, either by direct ownership or lease thereof. These tools are provided for you to perform the work you are assigned and are issued to the foreman in charge and are his responsibility. These tools, if lost or mishandled through neglect, will be charged against the foreman and will be deducted from his wage at the year's end. Any additional tools or equipment checked out from the tool crib for special use or purpose will also be charged to the foreman. They must be returned or replaced within that pay period.

From time to time it will be necessary to put various equipment to use for general projects. At that time, some other person will be assigned for operation. Responsibility for any damage, mechanical or otherwise, to the equipment during the period of temporary assignment will be handled as follows:

The permanent assignee and temporary assignee will check equipment prior to use and note any discrepancy. Upon return to permanent assignee, both parties will again check and report any discrepancies.

It is not a policy of this company to provide equipment or tools for any personal use at any time. No licensed equipment will remain away from company premises overnight.

Option #3

Some company-owned tools or equipment may belong to employees. If you would like to use a tool, make an application to the manager, at least one week prior to the desired use for approval. In such cases all responsibilities for damages, gas, oil and liability remain with the employee. Equipment must be checked out with the supervisor upon returning to the company use. No licensed equipment will remain away from company premises overnight.

Company Meetings

Option #1

A monthly meeting will be scheduled for management personnel for the first Monday of each month. This meeting will be for the purpose of discussing departments, budgets, problems, responsibilities and department suggestions, etc. Each department shall have regularly scheduled meetings with supervisory personnel.

Option #2

Employee sales meetings will be conducted regularly by the manager to keep employees well informed about products and company policy and to answer employees' questions.

Option #3

Staff meetings shall be held at regularly stated intervals. The time of such meetings and the person responsible for them shall be designated by management. The purpose of such meetings is for the dissemination of information, the solution of common problems and the advancement of knowledge and understanding of the employees of the company. Persons designated to attend staff meetings will not absent themselves therefrom except when excused by management. Note: Meetings are held at all branches on Tuesday afternoons from 5:30 p.m. until 6:30 p.m. for all employees, except on the first Tuesday of each month, at which time meetings are held in designated meeting rooms for all employees from all branches. These evening meetings will begin at 7:30 p.m. and last until 9:30 p.m. Attendance at all Tuesday meetings is required for stipulated personnel. Absence without advance permission may be considered grounds for immediate dismissal.

Use of Company Phone

Option #1

Our telephones are heavily loaded with business calls during working hours. These come first, of

course, so we must ask you to make personal calls only when necessary during your lunch period or after working hours. Please discourage others from calling you during working hours. There is only one telephone in the office and no personal calls can be made from or to that telephone.

Option #2

The telephone is a vital and necessary part of our business. With the exception of genuine emergencies, do not use company phones for personal use. Request your friends to call you at home instead of at work.

The company is not in the position to handle personal mail. Employees should request their personal mail addressed to their home.

Option #3

Incoming and outgoing personal telephone calls are discouraged during working hours unless they are of an emergency nature.

Option #4

In order to keep company telephone lines open for necessary business calls, employees are requested to discourage any but emergency incoming calls. Outgoing calls, except in an emergency, are to be made outside of working hours. Only emergency incoming calls will be delivered to employees. Other incoming calls will be posted on the bulletin board.

Safety Regulations

Option #1

The company wants to provide you with a safe work area with the least possible risk of injury. Although we have an established safety program, we need your cooperation to make it work well. If you observe all of the safety requirements for the job, you'll be protecting not only yourself, but your co-workers as well. If there is anything you consider to be unsafe in your area, please report it immediately to your area safety captain whose name is posted on your bulletin board.

Option #2

Accidents don't just happen — they are caused. Your safety is a matter of major concern to the company. Every reasonable caution is taken to provide you with a safe place to work. However, without the sincere and faithful cooperation of all employees, safety programs alone are of little value in preventing accidents. Accident prevention is largely the responsibility of each individual.

Option #3

The company will strive to provide a clean, safe and healthy place to work. Employees are expected to do their part, to work safely, wear required safety equipment, observe all posted safety rules and regulations, and keep their place neat and clean.

Personal safety equipment such as gloves, glasses, hard sole shoes, will be provided by each employee at his own expense. Hard helmets while working with the boom and respirators when spraying will be provided by the company. Any accident, no matter how slight, is to be reported to your supervisor at once.

Industrial illnesses and accidents are covered by Workmen's Compensation Insurance.

Option #4

Fire extinguisher, electrical switches — All employees should be made familiar with the position of and operation of fire extinguishers and electrical switches.

First aid — Management should instruct employees to seek first aid right away for any work injury. Trouble comes when there is a delay. Any injury of a major nature to an employee or customer should be reported immediately to the company. Use standard forms supplied.

General Safety Tips — Watch the stringing of water hoses in the nursery yard. Pick up all hoses not in use. Instruct nursery workers how to lift to avoid back injury when handling heavy balled and burlapped nursery stock.

Pick up all tools and place in tool house when not in use.

Management, in the busy seasons, should make a daily safety inspection tour of the entire area.

Option #5

The company feels that clean, safe, and healthy environment should be provided for all employees. Employees are expected to do their part — to work safely, wear required safety equipment, observe all safety rules and regulations, and to keep their work area neat and clean. The company strives to abide by all the regulations of the Occupational Safety & Health Act (OSHA) and requests that you report any unsafe situation to your supervisor so that it can be corrected.

(1) Shoes will be worn at all times. Bare feet or sandals are not acceptable.

(2) Shirts will be worn, not for appearance but to avoid sunburn as well.

(3) In the operation of equipment or vehicles, employees will abide by all safety, all State and Federal Highway laws.

a. always look back before backing up.

b. tie down all material on truck.

c. any incidents of unsafe conditions are to be reported immediately to your supervisor.

Special Services for Employees

Option #1

Annual barbecue, annual Christmas Party, and other regular annual events create an opportunity for all the families in the company family to gather and become better acquainted. By getting to know one

another better, this becomes a better place in which to work. We want you to be happy here.

Option #2

You will receive the company news bulletin each month. This is our way of bringing the company and all of its people to you and to your family. Through this newsletter, we hope that we can become a part of your family, in much the same way that we welcome you as part of the company family.

Customer Treatment

Option #1

All of us must remember that the customer is our sole reason for being in business. We must continue to give quality service and strive to improve our service.

Therefore, we are always pleased to do what we can to help our men improve their technical abilities and to encourage them to better themselves and thereby, the company. Please do not hesitate to come to us with your problems on any suggestions or questions which you may have.

Option #2

The image you project and the impression you leave is the customer's impression of the company. The reputation of the company has been dutifully earned over many years of hard and faithful service. You can enjoy great satisfaction in being part of one of the finest companies in the nursery industry. You are expected to uphold this tradition.

Option #3

Always remember:

Greet Clients Promptly — Even one minute is a long time when you are waiting.

Call Your Client by Name — The most important name in the world is his own.

Smile — A smile is a trademark of a friendly person. It creates confidence.

Sell Your Company — When you talk well of your company, you talk well of yourself.

Don't Argue — You may win an argument, but lose a client.

Show Your Appreciation — A customer does not feel like you are doing him a favor by serving him.

Be a Good Listener — Most people would rather talk than listen.

Say "Thank You" — Make it a habit. It will make your clients happy.

Do Small Favors — A little act of courtesy means a great deal to our clients.

Keep Promises — Mean what you say. Confidence is the foundation of good business and friendship.

Know Your Job — Customers depend on your advice. If you guess, you may guess wrong.

Look the Part — People judge people by their appearance.

Keep Cool — Lost tempers lose clients.

Above All — Demonstrate your willingness, ability and desire to get the job done right — **THE FIRST TIME.**

Option #4

Each employee, no matter what his task, should realize that he is a representative of the company and shall treat each customer as if that customer were the only customer, knowing if it were not for customers there would be no salaries paid.

Complaints

Option #1

In general, all complaints will be handled as quickly and quietly as possible, so as not to jeopardize the company's good will and reputation.

Much money is expended to secure a customer and generally build up public relations — handling complaints on a miserly basis can be costly.

Option #2

Merchandise Returned — These decisions must be made by local management. In general we would prefer not to take back gifts, chemicals, tools, fertilizers and so forth that are not faulty but which are returned only because the customer changed his mind. Consider: (1) Is the merchandise still saleable? (2) Was it purchased at a regular price from us? Does customer have sales slip? If management decides to accept the return, then insist that other merchandise be taken out in trade, no money refunds.

Guarantee — Our guarantees are fair and are on display several places in the garden center as well as appearing on the back of each customer's sales slip. We stand behind the guarantee as written. Customers will sometimes try to take advantage of even our liberal guarantees. Here are some guidelines on nursery stock:

(1) We replace nursery stock the first time at one-half price. If the item still does not grow the second time and the customer comes back we will give him the third planting **FREE**; that ends the transaction.

(2) A nursery replacement at one-half price does not entitle the customer to change his mind and only take merchandise at the extent of the sum equal to the one-half price; for example, a \$15 tree does not grow so a \$7.50 replacement is in order. The customer does not want another \$15 tree but does want shrubs and roses totaling \$16.50. O.K., apply the \$7.50 replacement to this stock; if, however, he only wanted to trade up to \$7.50 in the exact amount of shrubs and roses, this is not the way the guarantee reads.

Replacement letter sent out to mailorder companies to catalog customers can be honored by the center if merchandise is available. Then the mailorder office in the company will exchange cash for replacement letters sent in with the sales slip.

Money is refunded only under conditions which are set forth in the written guarantee as exhibited at the garden centers and on the garden center sales tickets.

Credit

Option #1

Primarily our business is cash and carry. If, however, a customer presses to charge, credit may be extended if the local garden center management has investigated and approved the credit. Forms are furnished to aid a credit investigation. In making the charge sale, the sale ticket is so marked and both copies of the sales ticket are sent in with the daily checkout. The regular customer copy will be sent to the customer with a billing invoice. Note: If credit exceeds \$150, sale shall not be credited without the authority of the general manager. Credit accounts shall be 1% per month on unpaid balance each 30 days. Pay as you "grow" accounts pay monthly and must be cleared in twelve months, preferably in six.

Option #2

Customer Charges

a. Master or CAP Charges

1. Check all cards against stop list.
2. All bank charges exceeding \$50 must be cleared through proper bank. Bank phone numbers for clearance can be found on charge card machines. When calling for clearance, place clearance number on charge ticket which the bank operator will give.
3. Charges are not to exceed purchases.

b. Company Charges

1. Employees will first ask customers if they have an account.
2. If employee has any doubts whether to accept charges, he/she will check with the department manager or bookkeeper.

Option #3

1. All new charge sales must be approved either by a general manager, assistant general manager, comptroller, or by a branch manager.

2. A credit file will be established showing accounts which are approved or disapproved for credit and credit limit or such limit as applicable.

3. All accounts are payable net tenth proximo (i.e. by the tenth of the month following the month of invoice).

4. Accounts receivable ledgers, cards and files are closed to all employees except bookkeeping department.

5. A list of all accounts of all accounts receivable is to be placed on the desk of the general manager and assistant general manager by the twelfth of the month. A list of accounts receivable will be sent to each branch manager at the same time, showing accounts pertaining to the branch in which he has jurisdiction.

Guarantee Redemption and Replacement Procedures

Option #1

Guarantees (on nursery stock only) — One year from date of purchase full credit or no charge replacement if we planted it; credit for one-half the price if self planted. Cash refunds must be verified by the management. We do not go to the house to make inspections for self planted plants, except when the plant is very large. A customer must bring in dead plants with sales slip for credit. We do go to the home to inspect if we planted. Familiarize yourself with the printed guarantee. On plants planted by us, the plant only is guaranteed, labor is not. If replacement plant is going into the same hole, we will replant at no charge as a courtesy to the customer. If new location is desired, planting must be charged for. If customer wants credit slip or credit against other plants, credit only the net amount paid for the plant only. We do not deliver to people who get trade discounts.

Option #2

Nursery Stock (Trees and shrubs)

- a. A guarantee slip will be written for all nursery stock sales.
- b. Refunds on nursery stock will be made only if customer has sales slip as proof of purchase.
- c. If customer has no proof of purchase receipt, employee will check with the department manager before making out a refund slip.
- d. Give customer a credit (not cash) on nursery stock or credit customer's account for future purchases or validate by manager.

Option #3

Guarantee — Our guarantees are fair and are on display several places in the garden center as well as appearing on the back of each customer's sales slip. We stand behind the guarantee as written. Customer's will sometimes try to take advantage of even our written guarantee. Here are some guidelines on nursery stock:

1. We replace nursery stock the first time at one-half price. If the item still does not grow the second time and the customer comes back, we will give him the third planting free; that ends the transaction.

2. A nursery replacement at one-half price does not entitle a customer to change his mind and only take merchandise in the extent of the sum equal to one-half price; for example, a \$15 tree does not grow so a \$7.50 replacement is in order. The customer does not want another \$15 tree but does want shrubs and roses totaling \$16.50. O.K., apply the \$7.50 replacement to this stock; if, however, he only wanted to trade up to \$7.50 in the exact amount of shrubs and roses, this is not the way the guarantee reads.

Money is refunded only under the conditions set forth in the written guarantee as exhibited at the garden centers and on garden center sales tickets.

Merchandise Returned — (Not garden seed, field seed or nursery stock covered in guarantee). These decisions must be made by local management. In general we would prefer not to take back gifts, chemicals, fertilizers, and so forth, that are not faulty but which are returned only because the customer changes his mind. Consider (1) Is the merchandise still saleable, and (2) Was it purchased at a regular price from us? Does the customer have sales slip? If management decides to accept the return, then insist that other merchandise be taken out in trade, no money refunds.

Check Cashing

Option #1

The company will accept checks in payment on any and all invoices it may issue. When the writer or endorser of a check is a new customer, normal identification procedures will be followed. By "normal identification procedures" is meant the requesting of the customer to show driver's license, credit card issued by gasoline company or other such type of individual identification normally carried on the person. When checks are accepted, they must be deposited within 24 hours.

The company generally will not cash checks (personal) for visitors or callers at the nursery when no purchase has been made. In the case of small purchases, no cashing of checks in excess of the amount of purchase. The comptroller or branch manager will determine whether or not a check is acceptable if the person offering said check is not known to other personnel.

Option #2

Checks — Any clerk receiving checks in payment should assure himself the person issuing the check is as presented. If the customer is not personally known, ask to see the driver's license. Copy address on the check and sales ticket. Also get a telephone number and place of employment. Mark on sales ticket "paid by check #_____". Clerk should place his initials on the left hand corner of check accepted.

Never cash a personal or payroll check for customer convenience. We are not a bank. Never accept a check for more than \$5.00 over the cost of the merchandise purchased.

Pilfering

Option #1

You must see the shoplifter conceal the item either on his person or in his car. Moreover, you must watch him continuously if he is suspected of stealing, in order to make sure he has not discarded the item. You must make certain that he has not paid for the items. He may

have paid for other items and the only way you can prove that he has concealed something is to observe his conversation with the salesman or cashier or checker. The shoplifter doesn't have to prove he is telling the truth; you have to prove he is lying.

If a shoplifter is stealing bulky merchandise, you may be able to apprehend him at his car with the merchandise in his car, or you may be able to spot his license number. The parking lot may be the only place you can apprehend him in many cases.

If this happens, don't charge the shoplifter immediately with stealing. If you do, you may run the risk of his saying to the judge: "I picked these plants up and placed them in my car and just started to go back and pay for them when I was charged with theft."

Continuous observation of a suspicious person is important. Usually an experienced shoplifter is swift and sure in his movements. In such a case, one might say: "I have observed you continuously and you have three plants in your car that you have not paid for." Generally the approach should be quiet and tactful, such as "Did you forget to pay for anything?" If the person won't give up the merchandise and drives away, you should note his description, write down the license number of his car, and telephone the police immediately.

Two witnesses are better than one in apprehending shoplifters. Shoplifters, in general, are less apt to cause trouble if there are two witnesses instead of one.

If you should question a shoplifter, it is best to use a quiet place off the sales floor and away from the public view. If the shoplifter is a woman, always have a female employee present. Ask the shoplifter to place all stolen items on a table or desk. If he refuses, call the police. Then watch closely to prevent him from discarding anything. In all cases, in suspected shoplifting immediately call a manager or supervisor to make a decision as to the next move.

Always remember false arrest can cost large sums — be sure you avoid this by taking the above steps when apprehending anyone for stealing at the garden center.

Discounts

Option #1

Florists, nurserymen and nursery stock dealers: Will be given the discounts on prices shown on wholesale price schedules, provided they are licensed, and/or listed by the state plant board in their respective categories.

All invoices: Whether all sale, retail, or other (except employees) will be subject to a 2% discount for payment within 10 days of the date of the invoice.

Churches and allied institutions: Will be allowed a courtesy discount of _____% on plant materials only. Other materials, labor, equipment use, and so forth sold by the nursery will be at full retail price.

Option #2

Discounts — 20 of a kind — 10%
 50 of a kind — 15%

No additional discounts of sale prices.

Discounts apply to all nursery stock, wood mulches, sod, and so forth; never in concrete products, peat, lime, R & R Ties. If in doubt about these specific items, ask. Church and synagogues and other religious organizations get 10%. For discounts to the trade, see card index at the cash register.

Delivery Policy

Option #1

Deliveries will be made as designated in department policy which sets forth rules as to deliveries made to certain areas and distance deliveries that can be made without charge.

1. Drivers will clear through department managers prior to making deliveries.

2. Boundaries of no charge for deliveries with a minimum order of \$10.00 for East and South of the city. Delivery days are: Monday, Wednesday, and Friday —

East; Tuesday — West; Thursday — South; Saturday — discretion of the department manager.

3. Delivery charges:

a. Over four miles, there is a charge of 50 cents per mile.

b. One hundred dollars up to three hundred dollars there is no charge up to ten miles.

c. Deliveries in excess of paragraph b, charges are up to discretion of department manager.

4. Deliveries are made to immediate vicinity of driveway unless otherwise specified by the department manager. Deliveries needing more than one driver will be charged \$5 minimum (per hour from point to point).

Option #2

Retail deliveries will be made within the regular working area of a branch without charge, when they can be made at the company's convenience. Deliveries at other than the company's convenience will be charged for at the price shown for deliveries in price book. Wholesales are made f.o.b. the nursery, loaded on the customer's truck. Deliveries, when requested by wholesale customers, will be made at charges shown on wholesale delivery schedule.



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